

**2015-2017
AIRPORT CONCESSION
DISADVANTAGED BUSINESS ENTERPRISE
(ACDBE) PROGRAM GOALS UPDATE
FOR
MILWAUKEE COUNTY**



**SUBMITTED TO:
U.S. DEPARTMENT OF TRANSPORTATION
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COMMUNITY BUSINESS DEVELOPMENT PARTNERS (CBDP)**

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INTRODUCTION

In accordance with 49 CFR Part 23, Milwaukee County is submitting the FFY 2015-2017 Airport Concession Disadvantaged Business Enterprise (ACDBE) Goals update for General Mitchell International Airport (GMIA). The ACDBE Goals have been disaggregated into two separate goals as provided by § 23.41. The first goal is for non-car rental concessions and the second goal is for car rental concessions. As required by §23.41(c), the goals are for the identified triennial period.

For non-car rental concessions, two (2) new opportunities are foreseen for the covered triennial reporting period. These opportunities are Retail, News & Gifts, and the County-wide Shuttle Service and Parking Management contracts are anticipated to be combined. However, at this time, GMIA Management has contracted a consultant team to review the airport's current layout, and is considering various options for the type of specialty concessions to be solicited should the results of a consolidated checkpoint plan be received favorably by the County. The County will submit revised goals to show the concession goals for any new concession opportunity that may develop.

For this triennial Federal Fiscal Period, there are no new car rental concessions as the current concession term will run through June 30, 2019. For car rentals, anticipated, race-neutral ACDBE participation amounts to \$2,646,706, just over **1.0%**, of anticipated gross receipts of **\$253,968,326**.

The overall ACDBE goal of **39.5%** has been determined based upon the assigned contract goals for each of the existing non-car rental concessions, and the concession goals which will be assigned to new opportunities resulting in an anticipated ACDBE spend of **\$43,099,778**. Of this, **0.2%**, or **\$233,803**, is projected to be achieved race-neutrally.

CALCULATION OF ACDBE GOALS FOR NON-CAR RENTAL CONCESSIONS

As mentioned in the Introduction, Milwaukee County anticipates three (3) non-car rental concession opportunities for FFY 2015-2017. These opportunities are Retail, News & Gifts, County-wide Shuttle Service and Parking Management. The goals for the balance of the non-car rental concessions were set in previous periods, and will remain in force unchanged during FFY 2015-2017.

The ACDBE Goal for the existing Retail, News & Gifts concession was last established in 2004. The agreement is scheduled to expire on February, 15, 2015. This new opportunity will be solicited with a goal of **29.9%**.

The current Shuttle Service and Parking Management Goals began in 2008, and will continue until August 31, 2017. The advertised goals for these services will be **17.7%**.



The County used the approved two-step goal setting methodology as detailed in 49 CFR 23 using market availability as step one (1), with adjustments for step two (2) coming from recent years' attainment.

Table 1, below, shows current concession opportunities along with the date the lease begins and expires for each of these concessions.

**TABLE 1
NON-CAR RENTAL CONCESSIONS**

Concessionaire	Type	Date Lease Begins	Date Lease Ends
HMS Host*	Food/Beverage	11/01/2008	10/31/2019
SSP American*	Food/Beverage	11/01/2008	10/31/2019
Paradies-Mark II*	Retail/News/Gift	03/01/2004	02/28/2015
Clear Channel*	Advertising	04/30/2014	04/30/2019
Renaissance Books*	Book Store	06/01/2004	Month to month
Royal Shine II*	Shoe Shine	02/01/2004	Month to month
BMO Harris Bank**	ATM	10/01/2014	09/30/2024
Flight Services & Systems**	Luggage Carts	12/01/2006	11/30/2016
Smart Carte Massage Chairs**	Massage Chairs	12/01/2008	Month to Month
Concourse Communications**	Wi-Fi	12/16/2004	02/28/2016
Pacific Telemanagement*	Pay Phones	06/01/2010	Year to Year
New Zoom**	Vending	08/01/2014	07/31/2019
Taste, Inc. d/b/a Vino Volo*	Retail Wine	06/01/15	05/31/2022
InMotion MKE	Electronics	06/01/15	05/31/2022
Countywide Shuttle Service*	Airport Shuttle	11/01/2009	10/31/2016
CPS Parking*	Parking Mgmt	09/01/2009	08/31/2017

*Concession Opportunities where ACDBE participation is possible

**Concession Opportunities where no ACDBE participation is possible

CALCULATION OF ACDBE GOAL FOR NEW CONCESSION OPPORTUNITIES

In accordance with 49 CFR Part 23 requirements, ACDBE Contract Goals for FFY 2015-2017 were set on each concession opportunity where ready, willing and able ACDBE firms were certified in the Wisconsin Unified Certification Program database to perform the services required of the contract. This requires determining the number of ready, willing able ACDBE firms available for each new concession opportunity as a percentage of all ready, willing and able firms in the marketplace.

The market of available firms for the County consists primarily of businesses located in seven southeastern counties within the State of Wisconsin.¹ The County expends the vast majority of its total contracting dollars with firms located within this region. DBE firms and non-DBE firms were used to calculate the baseline availability in the goal setting process.

¹ The seven Counties are: Kenosha, Milwaukee, Ozaukee, Racine, Walworth, Washington, and Waukesha.



DATA SOURCES

In accordance with the provisions contained in Section 26.45, Milwaukee County used the best evidence available to determine the number of ready, willing and able ACDBE qualified and unqualified firms.

To obtain the **number of all available firms** the County used Census Bureau data on County Business Patterns. This information was obtained for each of the seven counties in Southeastern Wisconsin, as footnoted on Page 5.

To obtain the number of ready, willing and able ACDBE firms, the County used the Unified Certification Program Directory. The firms meeting the screening criteria described above were selected for inclusion in the baseline formula. The directories of other municipal and government agencies were employed to determine the availability of other small business entities currently qualified as “minority” and/or woman owned businesses in the region that could become ACDBE certified. The County was diligent in its review of these data sets to ensure that no duplicate firms were counted. The result is the total **number of qualified firms**.

The following resources served as the basis for development of the market availability numbers used to calculate the baseline goal numbers. Website information for these sources is listed in Appendix C of this report.

- United States of America Census Bureau Data on County Business Patterns
- Wisconsin Unified Certification Program (UCP) Directory of DBE Firms
- Wisconsin Department of Administration, Division of Enterprise Operations, State Supplier Diversity Business Certification Program Directory
- City of Milwaukee, Office of Small Business Development, Compliance Reporting and Certification System Directory

STEP-1: CALCULATION OF BASELINE GOAL

The following formula was used to calculate the baseline figure/goal:

$$\frac{\text{Number of ACDBE Qualified firms}}{\text{Number of Qualified \& Non-Qualified firms}} = \text{Baseline Goal}$$

The results of application of this formula described above are displayed in Table 2.

TABLE 2
CALCULATION OF BASELINE GOAL FOR NEW CONCESSIONS

Concessions	Retail, News & Gift	Parking Management
QUALIFIED FIRMS	98	9
ALL FIRMS	329	51
Goal = $\frac{\text{QUALIFIED FIRMS}}{\text{ALL FIRMS}}$	$\frac{98}{329} = 29.8\%$	$\frac{9}{51} = 17.6\%$



STEP-2: ADJUSTMENT TO BASELINE GOAL

Several factors were investigated in determining whether to adjust the baseline goal. After extensive review, the County decided to utilize only one factor. The level of DBE participation and accomplishment during the past three years (2011-2013) was selected due to its ability to provide quantitative and qualitative data.

Using this quantifiable data set, the effects of recent DBE achievement as an adjustment factor is translated into the following formula:

$$\frac{\text{\# Qualified firms}}{\text{\# Firms Available in Market}} = \text{Baseline Goal} + \text{Adjustment Factor(s)} = \text{Adjusted Goal}$$

Applying this formula, the unweighted average of DBE availability in the market, as displayed in Table 2, serve as the baselines for these new concessions.

The baseline for Retail, News & Gift was added to the average participation figures for ACDBE firms on this concession contract during the past three years, which was 30%. The sum of these is 59.8%. The average of this figure is 29.9%.

When applying this process to Parking Management, the result is a goal of **17.7%**.

This process is detailed in Table 3 below.

**TABLE 3
ADJUSTMENTS OF BASELINE BASED UPON RECENT DBE ACHIEVEMENTS**

Concessions	Retail, News & Gift	Parking Management
Market Availability (a)	29.8	17.6
Average of 3-Yr Totals (b)	30.0	17.8
Sum (a + b)	59.8	35.4
SUM	59.8	35.4
Goal = -----	----- = 29.9%	----- = 17.7%
2	2	2

Using this adjusted goal percentage for each concession opportunity the percentage of anticipated ACDBE gross receipts is determined as a percentage of all gross receipts using the following formula:

$$\text{Adjusted ACDBE Goal \%} \times \text{anticipated gross receipts} = \text{anticipated ACDBE gross receipts}$$

The overall goal, shown in Table 3, was then determined by using the following formula:

$$\frac{\text{Anticipated ACDBE gross receipts from ea. concession opportunity}}{\text{Anticipated gross receipts from all concessions}} = \text{Overall ACDBE Goal}$$



TABLE 3

NON-CAR RENTAL CONCESSIONS ACDBE GOALS FFY 2015-2017								
			10/1/14-9/30/15		10/1/15-9/30/16		10/1/16-9/30/17	
Concessionaire	Type	DBE Goal	Gross Receipts	DBE Receipts	Gross Receipts	DBE Receipts	Gross Receipts	DBE Receipts
HMS Host	Food/Beverage	25%	\$12,644,497	\$3,161,124	\$13,188,211	\$3,297,053	\$13,715,739	\$3,428,935
SSP America	Food/Beverage	25%	\$8,490,624	\$2,122,656	\$8,855,721	\$2,213,930	\$9,209,950	\$2,302,488
Paradies-Mark II	News / gifts	29.9%	\$9,569,195	\$2,861,189	\$9,980,670	\$2,984,220	\$10,379,897	\$3,103,589
Clear Channel	Advertising	5%	\$659,186	\$32,959	\$687,531	\$34,377	\$715,032	\$35,752
Renaissance Book Shop	Books	11%	\$472,883	\$52,017	\$493,217	\$54,254	\$514,946	\$56,644
Royal Shine II	Shoe Shine	0%	\$74,752	\$74,752	\$77,966	\$77,966	\$81,085	\$81,085
BMO Harris Bank	ATM Fees	0%	\$15,951	\$0	\$16,637	\$0	\$17,302	\$0
Flight Services & Systems	Luggage Carts	0%	\$70,352	\$0	\$73,377	\$0	\$76,312	\$0
Concourse Communications	WI-FI	0%	\$337,473	\$0	\$351,984	\$0	\$366,063	\$0
Smarte Carte Massage	Massage Chairs	0%	\$13,834	\$0	\$14,429	\$0	\$15,006	\$0
Pacific Telemanagement	Pay phones	17%	\$9,398	\$1,598	\$9,802	\$1,666	\$10,194	\$1,733
New Zoom	Vending	0%	\$91,615	\$0	\$95,555	\$0	\$99,377	\$0
Taste, Inc d/b/a Vino Volo	Retail Wine	25%	\$850,000	\$212,500	\$885,400	\$221,350	\$920,880	\$230,220
InMotion MKE	Electronics	21%	\$1,550,000	\$325,500	\$1,596,500	\$335,265	\$1,644,395	\$345,323
Total Non-Car Rental Concessions			\$34,849,760	\$8,844,295	\$36,327,000	\$9,220,081	\$37,766,178	\$9,585,739
Management Firm	Type							
CPS Parking	Parking Mgmt	17.7%	\$28,323,250	\$5,013,215	\$28,606,483	\$5,063,347	\$29,035,580	\$5,139,298
Total Management Contracts			N/A	\$5,013,215	N/A	\$5,063,347	N/A	\$5,139,298
Overall DBE Goal = 39.5% $\frac{\text{Race-Neutral DBE Receipts}}{\text{Gross Receipts}^*} = \frac{\\$233,803}{\\$108,942,938} = 0.2\%$ $\frac{\text{Race-Conscious DBE Receipts}}{\text{Gross Receipts}^*} = \frac{\\$42,865,975}{\\$108,942,938} = 39.3\%$								
* The base for calculating the overall goal includes the anticipated gross receipts for all non-car rental concessions and only the ACDBE receipts for the management contracts in accordance with 49 CFR Part 23 § 23.47								



BREAKDOWN OF OVERALL GOAL INTO RACE-NEUTRAL AND RACE-CONSCIOUS COMPONENTS

To breakdown the overall goal into the race-neutral and race-conscious components the County relied on its past experience. The percentage of race-neutral and race-conscious overall goal components for FFY 2015-2017, is based on the County's analysis of its DBE achievements for 2011-2013 on concession projects. The average over-achievement can reasonably be used to determine the race-neutral component of the overall goal. Under-achievement is an indication that the race-conscious portion should constitute a larger component of the overall goal.

The ACDBE achievements during 2011-2013 indicate that the median race-neutral attainment is **0%** for Retail, News & Gift, and **0.1%** for Parking Management, as evidenced in Appendix B. For FFY 2015-2017, it is anticipated that the overall race-neutral participation will mirror the successes of recent years. For this reason the race-neutral component of the overall goal for these anticipated projects will reflect the past attainment as stated above.

OVERALL GOAL

The results of the calculations as displayed in Table 3 demonstrate the overall goal of **39.5%** for non-car rental concessions; with **0.2%** forecasted to be accomplished through race-neutral measures, and **39.3%** projected via race-conscious approaches.

The annual overall goal stated in this report is the County's target for participation with ACDBE firms. Local market conditions and capacity of ACDBE firms at the time of award, and during the life of a given concession, may yield differing results. The County will continue to report achievements in accordance with current regulations, and submit additional reporting as may be necessary to comply with those requirements.



CALCULATION OF ACDBE GOALS FOR CAR RENTAL CONCESSIONS

Milwaukee County has structured the ACDBE car rental goal entirely in terms of purchases of good and services, a permissible alternative in accordance with 49 CFR Part 23 §23.51(c)(5)(ii). Table 4, below, shows the estimated ACDBE annual revenues for FFY 2015-2017 by the existing car rental agencies operating at GMIA.

The car rental goals under previous FFY reporting periods were set at 4% on purchases of services and goods by rental car agencies. As these goals were never achieved, these concession opportunities were solicited during 2012 without a goal. As concessions will run through, June 30, 2019, all ACDBE participation will continue as purely race-neutral achievement. The County continues to work with these concessionaires to increase participation when and where available. **The totals of anticipated, race-neutral ACDBE participation amount to \$2,646,706, just over 1.0%, of anticipated gross receipts of \$253,968,326.**

TABLE 4

PROJECTED GROSS RECEIPTS FOR CAR RENTAL CONCESSIONS 2015-2017								
			10/1/14-9/30/15		10/1/15-9/30/16		10/1/16-9/30/17	
Rental Car Companies		DBE Goal	Gross Receipts	DBE Gross Receipts	Gross Receipts	DBE Gross Receipts	Gross Receipts	DBE Gross Receipts
Avis Budget Group	Car rental	0%	\$25,223,987	\$436,428	\$26,308,619	\$449,521	\$27,360,963	\$463,006
Dollar/Thrifty	Car rental	0%	\$7,293,297	\$0	\$7,606,908	\$0	\$7,911,185	\$0
Enterprise	Car rental	0%	\$16,216,074	\$24,979	\$16,913,365	\$25,728	\$17,589,900	\$26,500
Hertz	Car rental	0%	\$20,527,804	\$0	\$21,410,500	\$0	\$22,266,920	\$0
Midwest	Car rental	0%	\$11,938,026	\$393,589	\$12,451,362	\$405,397	\$12,949,416	\$417,558
Total Car Rentals			\$81,199,188	\$854,996	\$84,690,754	\$880,646	\$88,078,384	\$907,064



PUBLIC CONSULTATION

In accordance with 49 CFR Part 23 requirements, Milwaukee County solicited public input on these proposed ACDBE Program goals after the final draft was completed. The ACDBE Goals were available for public viewing on CBDP's page of the Milwaukee County's website. In addition, the goal report was sent electronically to various Stakeholder Groups² and the DBE community.

There were no comments received regarding the DBE goal, or the methodology utilized in its development. The County continues its commitment to the advancement of small business through its ongoing membership and consistent involvement in the areas ethnic Chambers of Commerce and business support and development organizations.

² Please refer to Appendix A



APPENDIX A – DBE GOAL REPORT STAKEHOLDER DIRECTORY

African American Chamber of Commerce

Dr. Eve Hall, President
633 W. Wisconsin Ave., Ste. 1001
Milwaukee, WI 53203
Phone: (414) 462-9450
Email: ehall@aaccmke.org

American Indian Chamber of Commerce - WI

Mr. Craig Anderson, President
10809 W. Lincoln Ave., Ste. 102
West Allis, WI 53227
Phone: (414) 604-2044
Email: craig@aiccw.org

Association of General Contractors of Greater Milwaukee

Mr. Mike Fabishak, Chief Executive Officer
1243 N. 10th St., Ste. 175
Milwaukee, WI 53205
Phone: (414) 778-4100
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Ethnically Diverse Business Coalition

Ms. Carla Cross, Chair
1815 N. 4th St.
Milwaukee, WI 53212
Phone: (414) 449-4920
Email: ccross@cross-management.com

Glendale Chamber of Commerce

Mr. Dale Schmidt, Director
6720 N. Port Washington Rd.
Glendale, WI 53217
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Email: D.Schmidt@glendale-chamber.com

Greendale Chamber of Commerce

Mr. Gregory (Greg) Turay, SC, CPA, President
5400 S. 60th St.
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Email: info@greendalechamber.com

Greenfield Chamber of Commerce

Ms. Judy Baxter, CPA, President
4818 S. 76th St., Ste. 129
Greenfield, WI 53220
Phone: (414) 327-8500
Email: gcc@thegreenfieldchamber.com



Hispanic Chamber of Commerce of Wisconsin

Mr. Jorge Franco, President
1021 W. National Ave.
Milwaukee, WI 53204
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Email: geofranco@infc.net

Hmong Wisconsin Chamber of Commerce

Mr. Charles Vang, Executive Director
3616 W. National Ave., Ste. 99
Milwaukee, WI 53215
Phone: (414) 645-8828
Email: charles@hmongchamber.org

League of United Latin American Citizens of Wisconsin

Dr. Arturo Martinez, PhD, State Director
5229 Roberts Dr.
Greendale, WI 53129
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Metropolitan Milwaukee Association of Commerce

Mr. Tim Sheehy, President
756 N. Milwaukee St., Ste. 400
Milwaukee, WI 53202
Phone: (414) 287-4100
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Metropolitan Milwaukee Association of Commerce - The Business Council

Ms. Marjorie Rucker, Executive Director
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Milwaukee, WI 53202
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Milwaukee Building and Construction Trade Council

Mr. Dan Bukiewicz, President
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Milwaukee, WI 53213
Phone: (414) 475-5580
Email: danb@milwbuildingtrades.org

Milwaukee Urban League

Mr. Ralph Hollmon, President
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National Association for the Advancement of Colored People - Milwaukee Branch

Mr. James Hall, Jr., President
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Phone: (414) 562-1000
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National Association of Minority Contractors - Wisconsin Chapter

Mr. Brian Mitchell, President
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South Shore Chamber of Commerce

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South Suburban Chamber of Commerce

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West Allis/West Milwaukee Chamber of Commerce

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Wisconsin Association of Consulting Engineers

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Wisconsin Women's Business Initiative Corporation (WWBIC)

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2745 N. Martin Luther King Dr., Ste. 100
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Wisconsin Society of Architects (AIA Wisconsin)

Mr. William (Bill) Babcock, Executive Director
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Wisconsin Transportation Builders Association

Mr. Patrick (Pat) Goss, Executive Director
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Wisconsin Women Entrepreneurs – Greater Milwaukee, Inc

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APPENDIX B – NEW CONCESSION ACDBE RECEIPTS FOR 2011 – 2013

	2011	2012	2013	Total
Retail, News & Gift				
ACDBE Receipts	\$3,642,115	\$3,131,611	\$2,811,686	\$9,585,412
• Race-Neutral	\$0	0%	0%	0%
• Race-Conscious	\$3,642,115	\$3,131,611	\$2,811,686	\$9,585,412
Total Contract Payments	\$12,140,384	\$10,438,704	\$9,372,285	\$31,951,373
ACDBE Goal	30%	30%	30%	30%
% ACDBE Achievement	30%	30%	30%	30%
• Race-Neutral	0%	0%	0%	0%
• Race-Conscious	30%	30%	30%	30%
% Difference	0%	0%	0%	0%
Parking Management				
Payments to DBEs	\$1,130,443	\$953,116	\$1,061,000	\$3,144,559
• Race-Neutral	\$125,089	\$5,898	\$4,352	\$135,339
• Race-Conscious	\$1,005,354	\$947,218	\$1,056,648	\$3,009,220
Total Contract Payments	\$5,913,845	\$5,571,869	\$6,215,576	\$17,701,290
ACDBE Goal	17%	17%	17%	17%
% ACDBE Achievement	19.1%	17.1%	17.1%	17.8%
• Race-Neutral	2.1%	0.1%	0.1%	0.8%
• Race-Conscious	17%	17%	17%	17%
% Difference	2.1%	0.1%	0.1%	0.8%



APPENDIX C – MARKET AVAILABILITY DATA SOURCES

- United States of America Census Bureau Data on County Business Patterns
<http://www.census.gov/econ/cbp/>
- Wisconsin Unified Certification Program (UCP) Directory of DBE Firms
<https://app.mylcm.com/wisdot/Reports/WisDotUCPDirectory.aspx>
- Wisconsin Department of Administration, Division of Enterprise Operations, State Supplier Diversity Business Certification Program Directory
<http://wisdp.wi.gov/search.aspx>
- City of Milwaukee, Office of Small Business Development, Compliance Reporting and Certification System Directory
<https://milwaukee.diversitycompliance.com/FrontEnd/VendorSearchPublic.asp?TN=milwaukee&XID=5625>

